

2012

MOTOR VEHICLE ADMINISTRATION annual report



**"Our employees
are our most
important
resource."**

John T. Kuo, Administrator

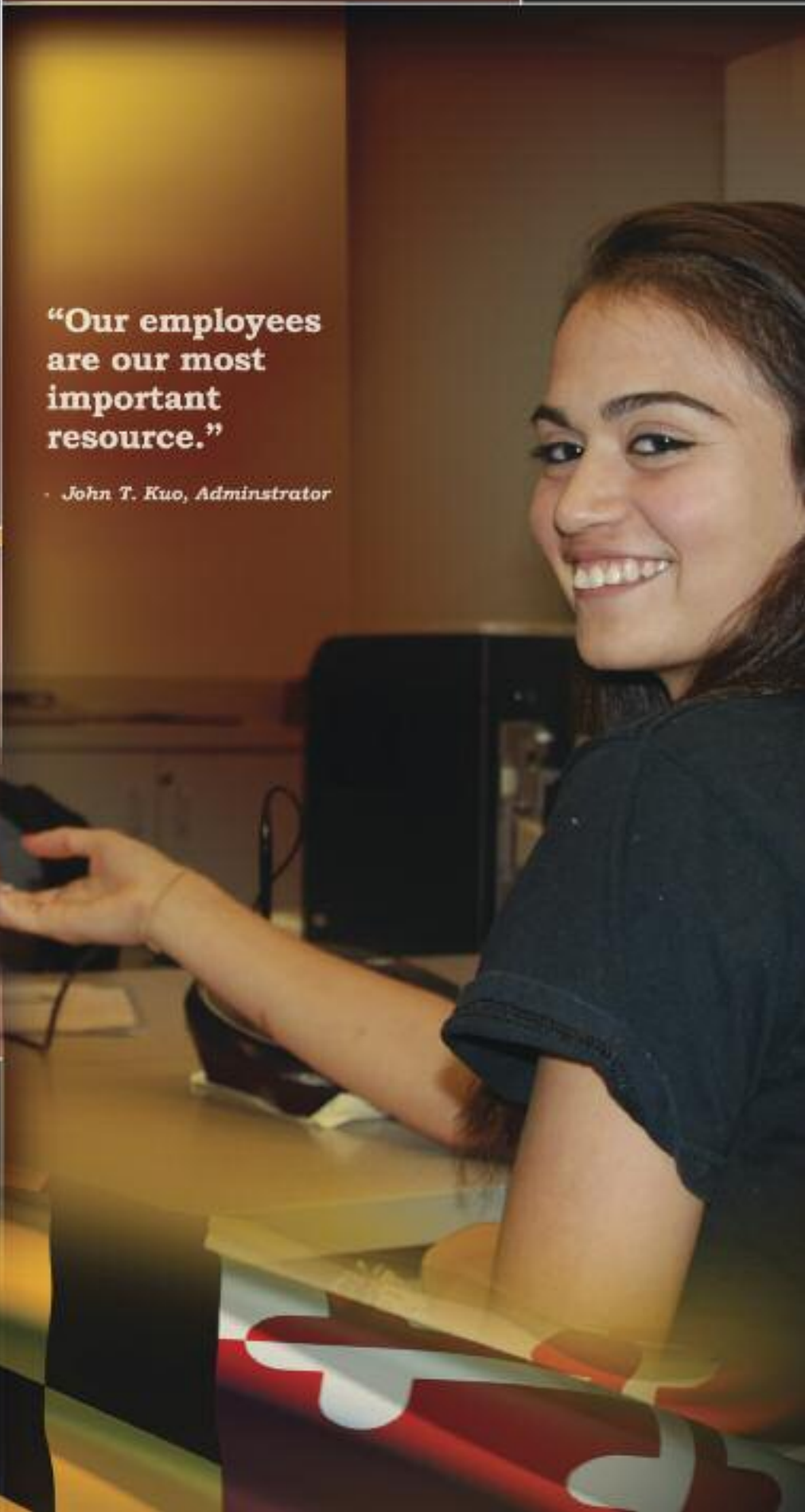


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LETTER *from the* ADMINISTRATOR

The 2012 fiscal year, July 1, 2011 to June 30, 2012 was an extraordinary one for the Maryland Motor Vehicle Administration. It began with the 2011 American Association of Motor Vehicle Administrator's (AAMVA) Region I's 90th Conference "Looking Towards the Future, Gearing Up For Change and Moving Forward" held at the Sheraton Baltimore City Center Hotel from July 17th - 21st. Over 350 professionals attended from eighteen jurisdictions representing Prince Edward Island, Canada, New England, the Mid-Atlantic States, and the District of Columbia. The conference included Secretary Ray LaHood's participation and several federal partners such as former MVA Administrator Anne Ferro, who is currently the Federal Motor Carrier Safety Administration's Administrator, and former Maryland Department of Transportation Secretary John Porcari, who is the US Department of Transportation's Deputy Secretary. The 90th Regional AAMVA Conference also brought accolades to the Maryland MVA winning an AAMVA Public Affairs and Consumer Education (PACE) Region I Award for the MVA's centennial celebration.

In my capacity as Motor Vehicle Administrator, I am also now serving as the Governor's Highway Safety Representative. As the State's Highway Safety Representative, I have the responsibility for coordinating the state's highway safety efforts with the National Highway Traffic Safety Administration (NHTSA). As a result, the Maryland Highway Safety Office (MHSO) is now part of the MVA. We enthusiastically welcomed the MHSO staff and its safety programs to the MVA safety mission. The goal of the MHSO is to save lives and prevent injuries by reducing the number and severity of motor-vehicle crashes through a comprehensive and effective network of traffic safety programs. Over the past several years, the MVA has worked to enhance highway safety by improving the way we teach and test new drivers. We have also reinforced the graduated driver licensing system and helped strengthen ignition interlock laws. We will continue to coordinate with the Maryland

State Highway Administration (SHA), the Maryland Transportation Authority (MTA) and the Maryland State Police (MSP) as well as local law enforcement and all of our partners in the safety community. Working collaboratively with our partners, our goal will be to continue to improve safety and dramatically reduce highway fatalities across the state.



This past fiscal year, the MVA served, once again a record number of Maryland's citizens with 12,129,530 transactions. We have been able to meet this growing demand amidst our resource constraints by working smarter, improving our processes and adding more services to our ever growing online offerings. This year, we launched a new online and self-service kiosk application that allowed Marylanders to renew their state identification card or driver license via the internet or at an MVA self-service kiosk. The MVA recognizes that our customers lead busy lives and we are constantly striving to improve services to make them more convenient and, ultimately, help customers save valuable time.

Our accomplishments in FY12 as in the past could not have been achieved without the ongoing hard work and dedication of our employees. It is with great pleasure that I present this annual report for FY12 and thank each and every member of the MVA family who has helped to make this success story a reality.

John Kuo
John Kuo

the role of Maryland's MVA

The Maryland Motor Vehicle Administration (MVA) is the gateway to Maryland's transportation infrastructure.

The greatest service the MVA can provide is to ensure the safety and security of those traveling on Maryland's roads.



A respected and trusted leader in providing public services and promoting safety.

This is accomplished by ensuring that all Maryland licensed drivers are well trained and have the knowledge and skills necessary to operate a vehicle safely and that all vehicles on Maryland roads meet or exceed a set of mechanical and environmental standards. The MVA works to keep individuals who are under the influence of alcohol or drugs, or who are impaired due to health issues, off of Maryland roads.

The MVA also ensures that anyone purchasing or selling a vehicle in Maryland is treated fairly and that the proper transfer of ownership takes place.

The MVA touches the lives of nearly every resident in Maryland.



Our employees are our most important resource.



“You’re only as good as
the people you hire.”

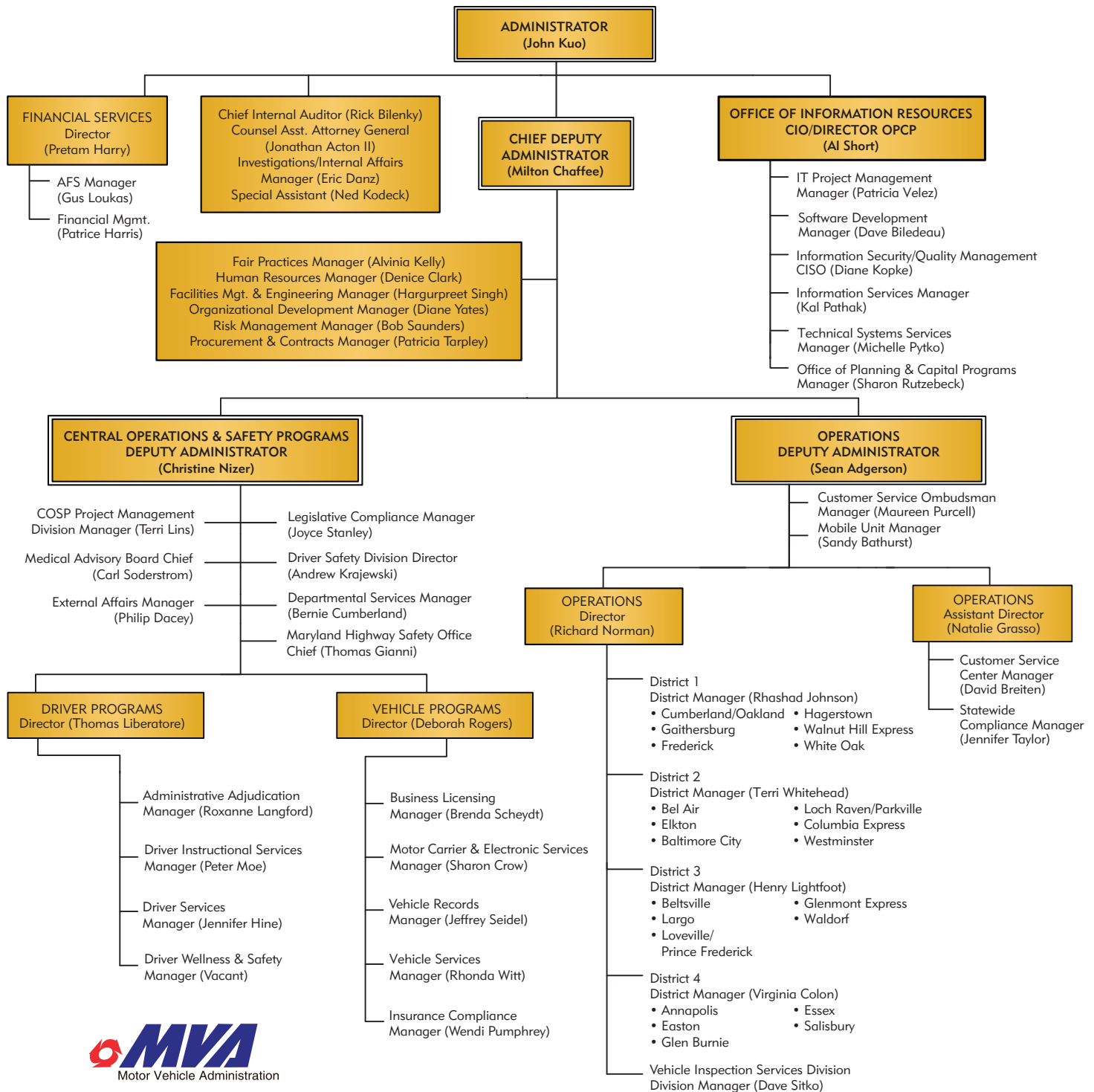
- Ray Kroc, American Businessman



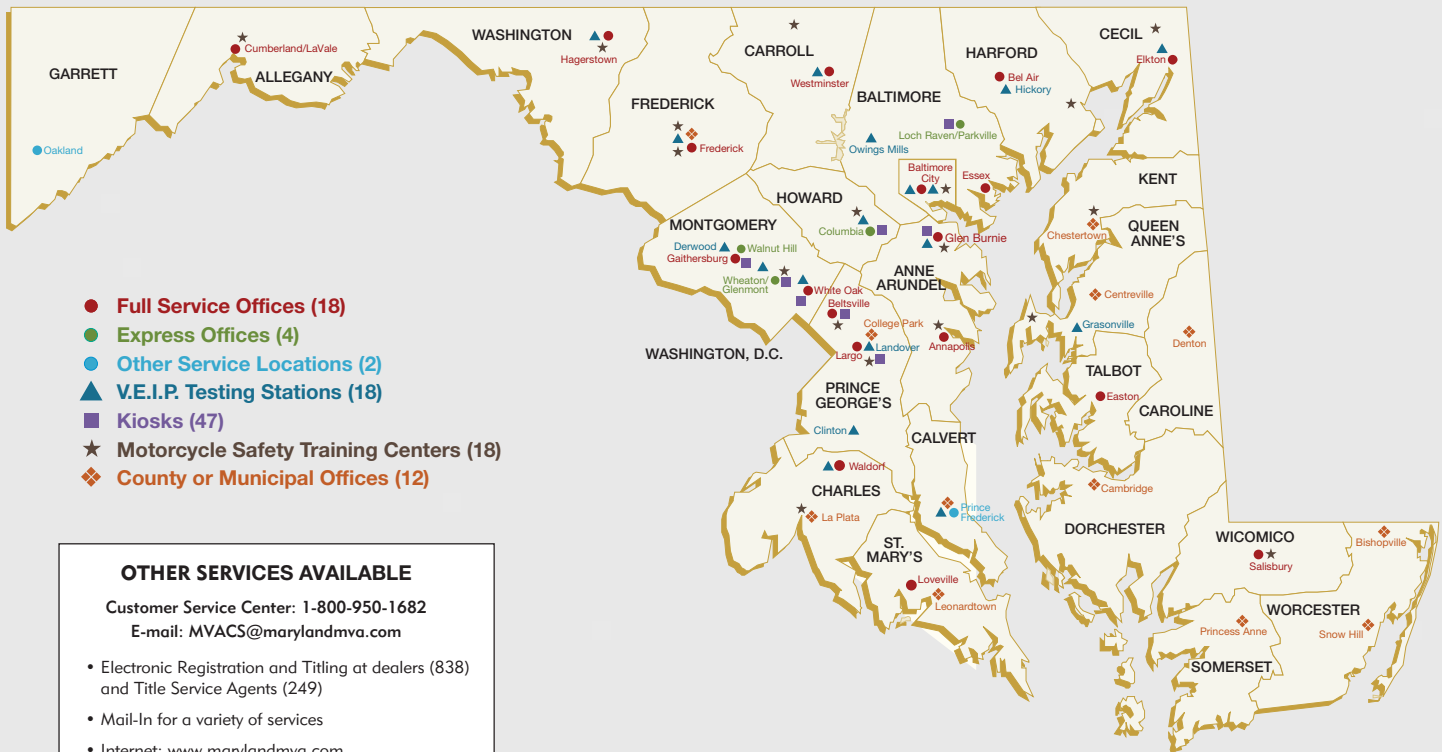
MVA Employees Care

The MVA's employees are its most important and critical resource. The MVA has more direct day-to-day contact with the citizens of Maryland than any other agency. The MVA conducts over seven million transactions where employees have face to face contact with customers. It is important that these customers feel that they are being served by someone who knows their job and is providing them quality service. The MVA strives to treat each customer with respect and understanding, particularly when dealing with complex transactions. Our employees really care about the image of the MVA and that is clearly reflected in the positive interactions between our customers and employees. This unwavering employee dedication has improved MVA's reputation over the past several years.

Organizational Chart



Service Delivery Map



**Do your MVA transactions online –
it's fast, easy, secure.**

**“Coming together is a beginning.
Keeping together is progress.
Working together is success.”**
-Henry Ford, Founder, Ford Motor Company

ACCOMPLISHMENTS

AAMVA Conference

In July 2011, the MVA hosted the 90th American Association of Motor Vehicle Administrators (AAMVA) Region I Conference in Baltimore. The conference, "Looking Towards the Future, Gearing Up for Change and Moving Forward," took place at the Sheraton Baltimore City Center Hotel. Motor vehicle and highway safety professionals attended from eighteen jurisdictions as far north as Prince Edward Island, Canada through the New England and Mid-Atlantic states, and the District of Columbia.

The conference featured keynote speakers Secretary of Transportation Ray LaHood, US Department of Transportation Deputy Secretary, John Porcari, former Maryland Department of Transportation Secretary and former MVA Administrator, Anne S. Ferro, currently the Administrator of the Federal Motor Carrier Safety Administration.

The AAMVA Conference is held annually to share information and network with colleagues in motor vehicle and driver administration. The Baltimore conference featured a program with topics that ranged from electronic verification to alternative services, distracted driving to uninsured drivers, e-titling, federal funding, social media and much more. Baltimore was showcased for the more than 350 attendees, starting with the Board of Director's and Chief Administrator's dinner held on the twenty-first floor of the Baltimore World Trade Center. Located in Baltimore's Inner Harbor, the World Trade Center offered a panoramic view of the skyline, including the National Aquarium and the USS Constellation from its glass walled dining room.

The 90th Regional AAMVA also brought accolades to the Maryland MVA which won an AAMVA Public Affairs and Consumer Education (PACE) Region I Award for the 2010



centennial celebration and Geneva Kirby, Administrative Assistant in Director Deborah Rogers Vehicle Programs Office, who won the prestigious AAMVA 2011 International Award for Excellence in Customer Service.

The Maryland State Reception and Banquet, held in the final night of the conference, featured a silent auction to benefit Concerns of Police Survivors (COPS). The Maryland Chapter for COPS provides programs and services to family members of law enforcement heroes who have been killed in the line of duty. The auction raised over \$7,100 which broke the record for all AAMVA charity campaigns.

The conference was a major success and "put the State of Maryland and the MVA Team on the map. We are an act that will be very hard to beat for years and maybe decades to come," said MVA Administrator, John Kuo.

ACCOMPLISHMENTS

Maryland Highway Safety Office

In October 2011, Administrator John T. Kuo was appointed by Governor Martin O'Malley to serve as the State of Maryland's Highway Safety Representative and assumed direct oversight of the Maryland Highway Safety Office (MHSO). The MHSO provides leadership, coordination, and administration of the state's highway safety program. The MHSO is dedicated to saving lives and preventing injuries by reducing the number and severity of motor vehicle crashes through a comprehensive network of traffic safety programs. Maryland's highway safety program is facilitated by the staff of the MHSO in coordination with state, regional and local stakeholders.

The major functions of the MHSO are:

- Problem Identification
- Planning and Coordination
- Grants Administration (implementation of programs to reduce vehicle crashes and fatalities)
- Public Information and Education
- Program Monitoring and Evaluation

With the appointment of Administrator Kuo as Maryland's Highway Safety Representative, the MHSO was relocated from the State Highway Administration (SHA) to the MVA headquarters. The physical move of more than 20 staff members, the integration of federal highway safety dollars into MVA's budgeting, the realignment of agency policies and procedures to mirror those at MVA, and the support for the MHSO's extensive online grant reporting system (SHARP) made the transition extremely challenging. The dedication of employees resulted in a successful and smooth relocation. The MHSO has fully acclimated to the MVA procedures and accounting, and the traffic safety

emphasis of the MHSO is a compliment to the existing structure of the MVA. Both organizations are highly customer-service driven and share a common goal in protecting and serving Maryland's motoring public.

As the lead spokesperson for Maryland's *Toward Zero Deaths* campaign and head of one of the largest transportation agencies in the State of Maryland, Administrator Kuo has forged partnerships with a wide range of people and organizations that are committed to eliminating fatalities on Maryland's roadways. High visibility enforcement programs such as 'Click-It-Or-Ticket,' 'Check Point Strike Force,' and 'Smooth Operator' are only a few of the major highway safety initiatives funded, coordinated and evaluated through the MHSO. As the MVA looks to the future, the full integration of the MHSO and its safety programs are assets that greatly enhance safety and drivers services throughout Maryland.

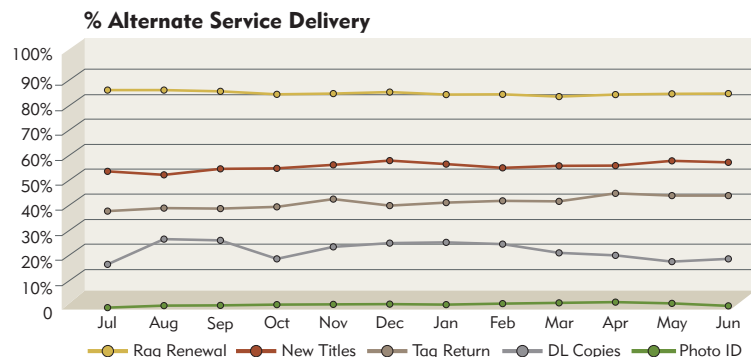
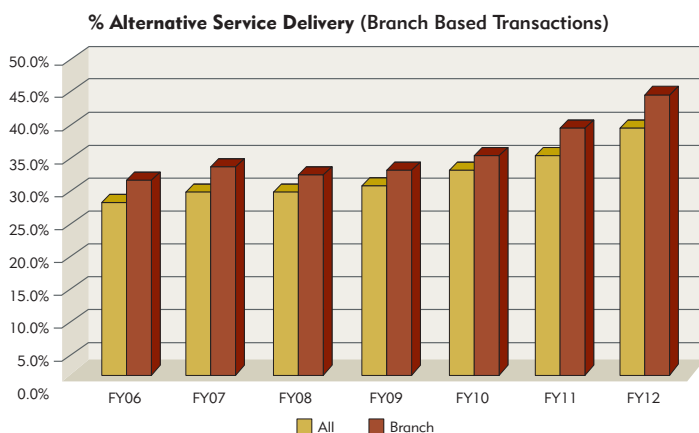


ACCOMPLISHMENTS

Alternative Service Delivery

The goal of the MVA's alternative service delivery (ASD) program is to move customers out of the branch offices. The ASD methods include the internet, mail, kiosks, electronic registration and titling (ERT), and phone. They allow the MVA's customers to conduct their transactions from the comfort of their home. In addition to saving customers a trip to the MVA, ASD increases productivity. By moving less complicated transactions to alternative delivery methods, more time is available for customer agents to focus on complex customer transactions.

Over the past seven years the use of alternative methods has steadily increased. Branch based alternative service transactions have increased from less than 31% in FY06 to almost 44% in FY12.



For all MVA transactions, including Vehicle Emissions Inspection Program (VEIP) and Business Services, the percentage of alternative delivery usage also has increased steadily from around 27% in FY06 to almost 39%. Beginning in FY11, all clean registration renewals were completed by an alternative service method. That year registration renewals by ASD increased to over 85% and leveled off in FY12. New titles completed through ERT (Electronic Registration and Titling) increased to over 55% in FY12. All of the ASD transactions increased throughout the year.

Beginning in the fourth quarter, the MVA began allowing ID card renewals to be done online followed several months later by driver's license renewals. Since the changes were implemented late in the fiscal year, there was not much of an impact on the overall FY12 ASD percentage, but it is expected that the role of ASD in driver's license transactions will grow significantly.

	FY06	FY07	FY08	FY09	FY10	FY11	FY12
All	27.5%	28.9%	29.0%	29.8%	32.3%	34.4%	38.7%
Branch	30.9%	32.9%	31.7%	32.4%	34.6%	38.8%	43.5%

All - Based on all MVA transactions.
Branch - Based on those transactions that could be done in a branch.

“We value our customers, but don’t necessarily have to see them.”

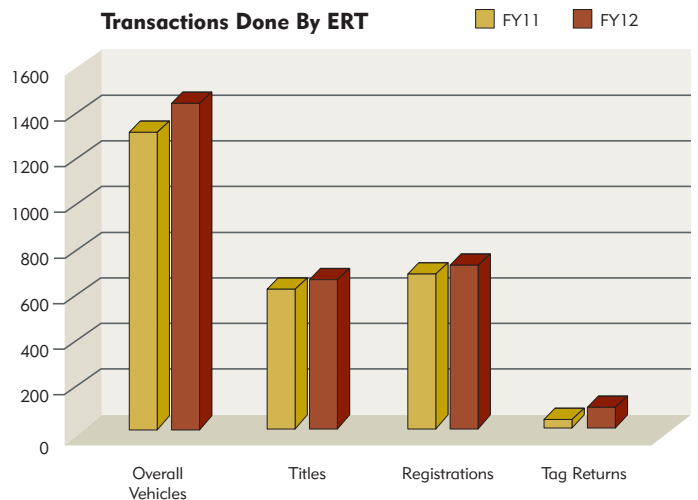
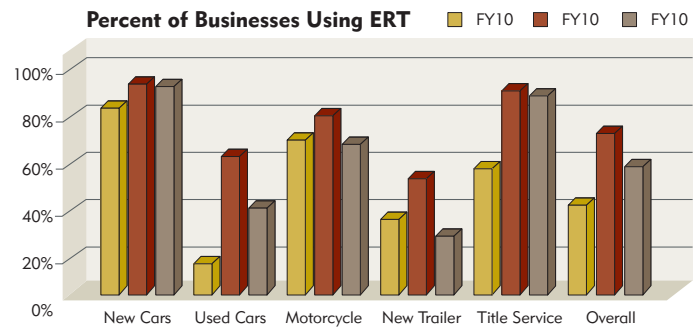
— John Kuo, Administrator

ACCOMPLISHMENTS

Electronic Registration and Titling

During FY12, numerous dealerships were closed and investigation cases were increased, resulting in dealers and title services being removed from the Electronic Registration and Titling (ERT) system. Overall, data record verification and quality assurance reviews were successful in validating system accurateness and usage, resulting in a decrease in the number of ERT dealers in the database. In FY12, the number of ERT transactions processed exceeded 1.4 million, a 10% increase from the previous year.

ERT vendors are now able to process several new types of transactions, including tag returns and the digital 60 day temporary tag for use in dealerships. The 60 day temporary tag is processed electronically, updating MVA's mainframe in real time. The new owner leaves the dealer's lot with their vehicle already in the MVA's system. The dealer is charged for each tag issued and no longer buys the tags in bulk. This new process eliminates excess inventory for both the dealer and the MVA and minimizes the potential for fraud. A customer purchasing a new vehicle can now return their used tags through the dealer, eliminating the need to visit a branch office. As a result of these enhancements, ERT transactions have increased over the previous year.



ACCOMPLISHMENTS

Released Inmate ID

The MVA has implemented a new methodology to issue ID cards for soon to be released inmates under the Released Inmate ID (RIID) program, thus eliminating the need for the MVA's mobile bus to visit each prison facility. The new process called, Remote Capture, was designed to increase the number of ID cards that can be issued while simplifying the process of producing them.

This program allows the Department of Public Safety and Correctional Services (DPSCS) to capture digital photographs and signatures of eligible inmates at any DPSCS facility, and electronically transmit the files to the MVA. The DPSCS also delivers the required source documents for the issuance of ID cards to the designated MVA branches. The MVA then reviews each application, compares them to the standards set by COMAR, and issues ID cards for qualified applicants. This process is similar to the issuance process of a US passport.

The mobile bus program was a success, issuing over 4,800 ID cards in the past 48 months. The capacity of the mobile bus limited each site visit to a maximum of 50 ID cards or a total of 150 cards per month for the three sites visited. Remote capture allows an unlimited number of ID cards to be processed. In theory, all inmates could have a new ID card when they are released.

The MVA is also continuing its post release ID card program for released inmates who visit an MVA branch and are issued an ID card free of charge. The chart below shows the number of ID cards processed in FY12 by all methods of processing. In April and May, Remote Capture was piloted and fully implemented in June. During April and May the bus continued to operate. With the full implementation of Remote Capture in June, the mobile bus program was discontinued.

Released Inmate ID Cards Issued

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Mobile Bus	63	238	137	140	155	137	141	122	162	150	149	0	1,594
IDs Processed in the Branch	143	165	147	124	145	142	149	123	152	201	206	130	1,827
Remote Capture										16	16	206	238
Total IDs Processed	206	403	284	264	300	279	290	245	314	367	371	336	3,659

ACCOMPLISHMENTS

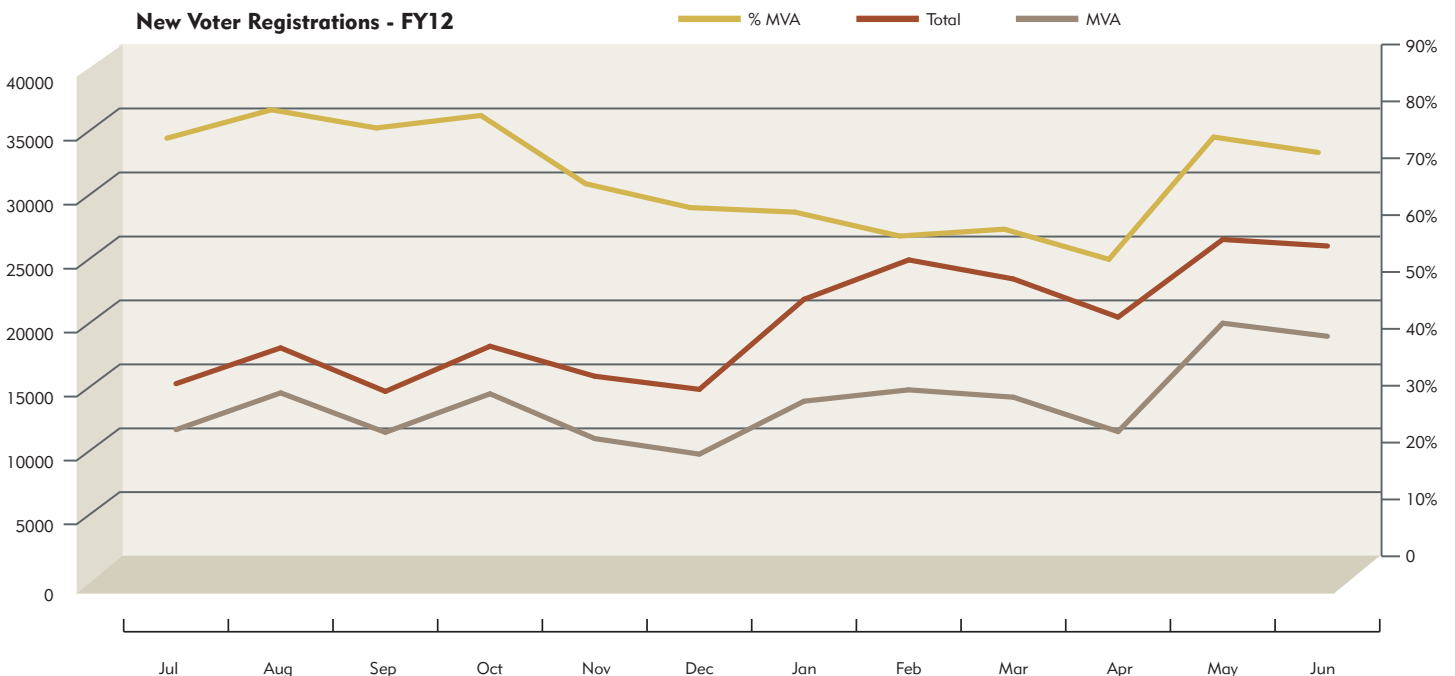
MVA Motor Voter Program

The Motor Voter Program is one of the external partnership services the MVA provides as an extension of customer service. In collaboration with the Maryland State Board of Elections (SBE), the MVA developed a fully electronic voter registration application system. The goal of the Motor Voter Program was to make the process of applying to register to vote more efficient and to ensure that all information is captured in a timely manner.

Starting February 21, 2012, a paperless process of offering voter registration was introduced. The process allows MVA customers to answer the voter application questions through a computerized touch screen and their driver's license or identification card signatures are used to certify the application for voter registration. The information is transmitted electronically to the State Board of Elections

on a nightly basis. The model used is similar to the prototype used by the Delaware Motor Vehicles Department. In April of 2012, this electronic application was incorporated into the web/kiosk ID renewal project. If an individual is eligible to renew their driver's license or ID card, he/she can also apply to register to vote or change their current voter registration information on the web or kiosk.

With the new system in place, and the months leading to the 2012 presidential election, the chart below shows that the MVA has played a crucial role in serving more than half of the new registrations generated in Maryland. The new electronic voter registration application provides a convenient process for MVA customers to apply to register to vote.



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Revenues

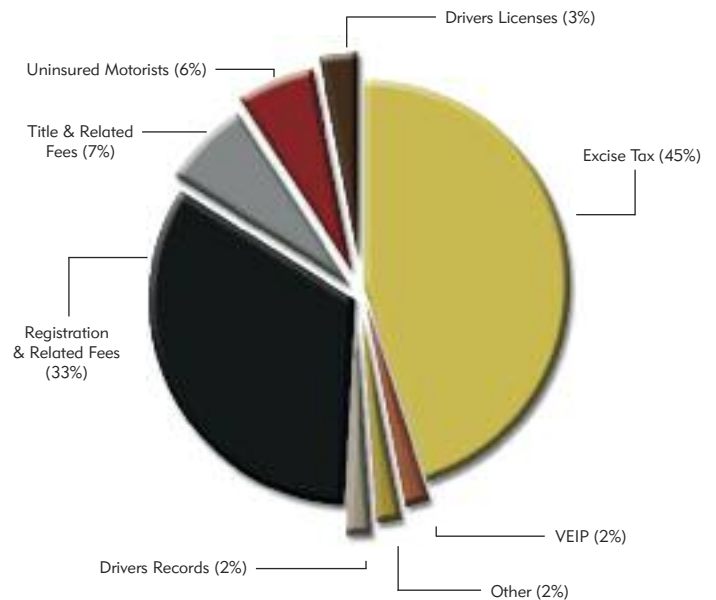
Revenues increased 5.9% in FY12 to \$1.4 billion. Excise tax revenues grew 10%. Titling and registration fees grew 85%. The excise tax increase was due to a 4.4% increase in vehicle sales over FY11. The growth in sales was responsible for the 2.2% increase in titling and registration fees. Driver's license revenues dropped by slightly more than 5% because the state was at a low point in the five year driver's license renewal cycle.

The chart to the right shows the major components of the MVA revenues for FY12.

Net Gross Revenue

Revenue Source	FY12 Revenue	FY11 Revenue
Excise Tax	\$633,751,440	\$595,909,662
Registration & Related Fees	\$455,321,858	\$454,806,136
Title & Related Fees	\$99,262,940	\$53,534,600
Uninsured Motorists	\$83,252,277	\$92,732,823
Drivers Records	\$20,596,744	\$20,782,877
VEIP	\$31,900,582	\$32,027,077
Drivers Licenses	\$37,713,329	\$37,642,474
Other	\$34,351,814	\$30,948,561
Total	\$1,396,150,984	\$1,318,384,210

Net Gross Revenue – \$1.4 Billion



“Men and women want to do a good job, and if they are provided the proper environment, they will do so.”

- William A. Hewlett, American Businessman



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Expenditures

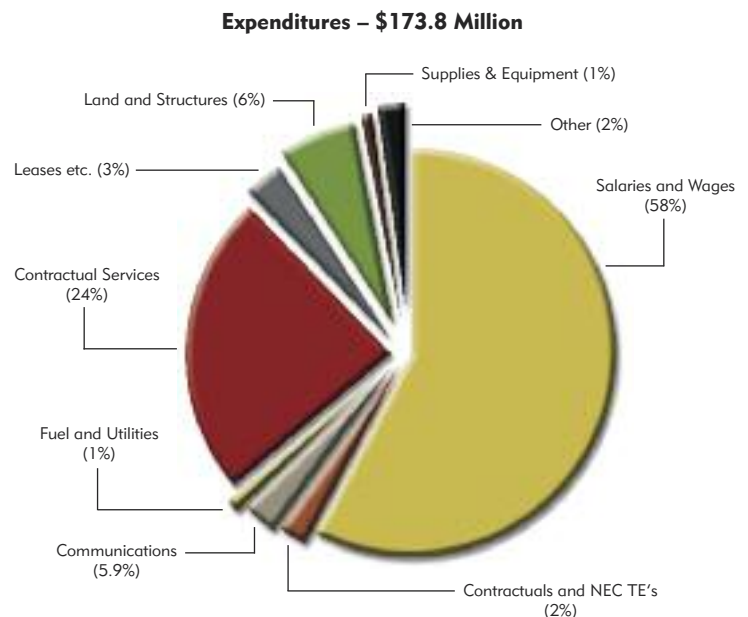
In FY12, the MVA was 4% under budget, spending \$175 million against a budget of \$181 million. The largest component of expenditures was for salaries and wages. For permanent employees, contract workers and temporary employees the expense was \$100 million. In FY10 this expense item was \$101 million. Thus, the MVA reduced its manpower expenses by 1% over a two year period at a time when its responsibilities were increasing.

Overall, expenses decreased from \$175 million in FY11 to \$174 million in FY12. The MVA managed to decrease its spending through reducing the number of contractual employees and by effectively managing overtime.

The chart to the right shows the contribution of each expense category in FY12.

Internal Expenditures

Category	FY12 Expenditure	FY11 Expenditure
Salaries and Wages	\$100,224,157	\$96,740,478
Contractual Services	\$4,242,799	\$45,435,287
Land and Structures	\$9,797,216	\$11,823,548
Leases etc.	\$6,290,729	\$5,865,678
Communications	\$6,005,108	\$5,648,197
Contractuals and NEC TE's	\$41,184,019	\$3,332,648
Supplies & Equipment	\$1,135,141	\$2,743,200
Fuel and Utilities	\$2,143,619	\$2,289,219
Other	\$2,820,138	\$687,971
Total	\$173,842,926	\$174,566,226
 Budget	 \$180,990,533	 \$182,336,354
% of Budget	96.1%	95.7%



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External Disbursement of Funds

In addition to paying for the MVA's expenses and adding to Maryland's Transportation Trust Fund, some of the MVA's revenues support other organizations in Maryland. The two biggest recipients are the Maryland Automotive Insurance Fund (MAIF) and the general fund. MVA revenues support emergency medical systems and trauma physician services. Additionally, revenues go to the Chesapeake Bay Trust, Maryland Agriculture Commemorative, and Organ Donor Foundation. Also, included are refunds and the revenues from out-of-state trucking. The remainder of the MVA revenues go to the Maryland Transportation Trust Fund. The MVA is responsible for about 39% of the contributions to the fund.

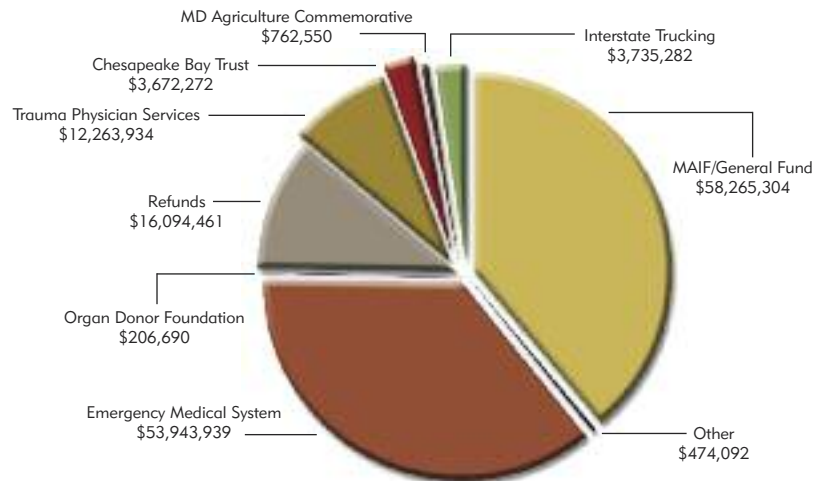
The chart to the right shows to whom these funds are allocated.

Disbursement of Funds - External

Fund	FY12 Amount	FY11 Amount
MAIF/General Fund	\$58,265,304	\$64,896,195
Emergency Medical System	\$53,943,939	\$53,345,331
Refunds	\$16,094,461	\$15,144,883
Trauma Physician Services	\$12,263,934	\$12,141,427
Interstate Trucking	\$3,735,282	\$4,034,996
Chesapeake Bay Trust	\$3,672,272	\$3,944,269
MD Agriculture Commemorative	\$762,550	\$737,757
Organ Donor Foundation	\$206,690	\$217,482
Other	\$474,092	\$499,516
Total	\$149,418,524	\$154,961,856

External Disbursement of Funds – \$149 Million

Remainder to the Transportation Trust Fund – \$1.3 Billion



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Capital Projects

For the past several years the MVA made substantial investments in facilities and information technology (IT) systems. While IT infrastructure is critical to a growing number of customer transactions at the MVA, facilities continued to be an equally important part of the MVA. Of the \$100 million invested during the last six years, slightly more than half was for IT projects, and the remainder for facility projects.



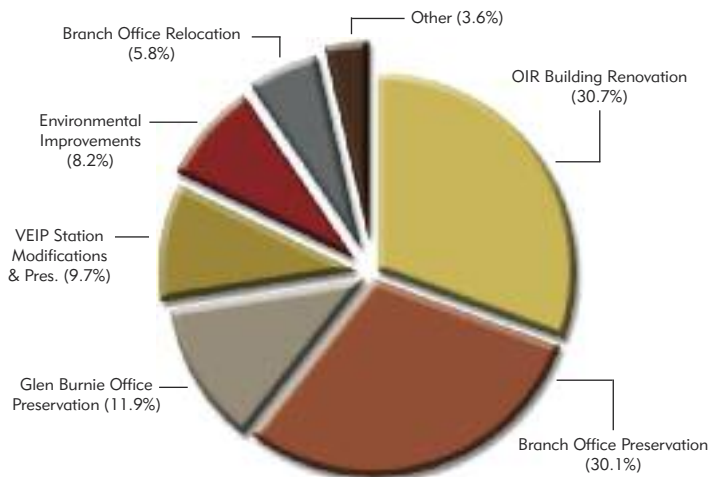
Most of the information technology investment was made in alternative delivery systems—including kiosk and internet—computer equipment, and driver licensing systems. IT investments were also made in security systems and Real ID compliance. Other IT systems such

as Customer Traffic Management 2 (CTM2) and the central scheduling system were developed to improve customer service and efficiency. Internal system improvements were made to the accounting systems, to document processing, and workflow efficiency.



Nearly three quarters of total facility investment was required for the preservation of customer service branches statewide. Several customer service offices and VEIP stations had reached an age where investments needed to be made in the building structure, site, and mechanical and electrical systems. Projects included the replacement of roofs at six offices, resurfacing of some facility parking lots, replacement of heating, ventilation and air conditioning equipment, upgrading the security and fire alarm equipment, and totally renovating several locations. Additionally, alterations were required at VEIP stations to conform with current testing methods, and at facilities and sites statewide for purposes of environmental upgrades.

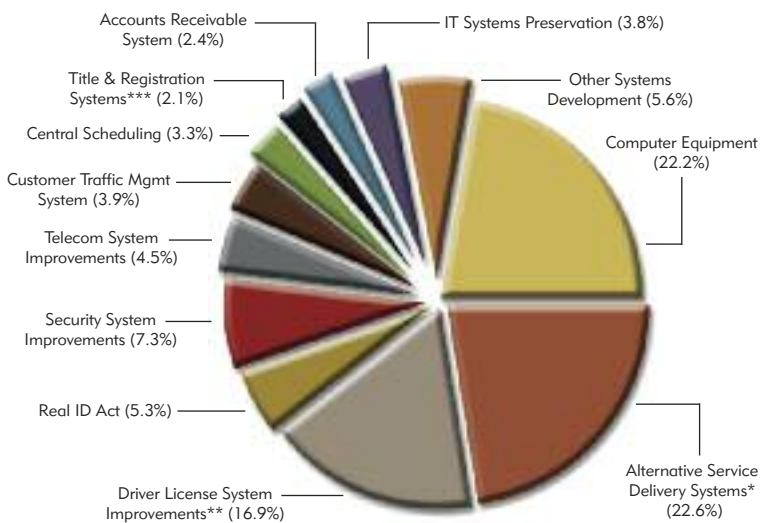
Facility Investments



Facility Capital Projects FY07 – FY12

Facility Project	Percent	Dollars
OIR Building Renovation	30.7%	\$14,713,888
Branch Office Preservation	30.1%	\$14,452,071
Glen Burnie Office Preservation	11.9%	\$5,683,720
VEIP Station Modifications & Pres.	9.7%	\$4,660,627
Environmental Improvements	8.2%	\$3,928,614
Branch Office Relocation	5.8%	\$2,763,314
Other	3.6%	\$1,743,173
	100.0%	\$47,945,407

Information Technology Investments



Information Technology Projects FY07 – FY12

Info Tech Project	Percent	Dollars
Alternative Service Delivery Systems*	22.6%	\$12,176,261
Computer Equipment	22.2%	\$11,961,000
Driver License System Improvements**	16.9%	\$9,121,970
Security System Improvements	7.3%	\$3,948,526
Real ID Act	5.3%	\$2,849,997
Telecom System Improvements	4.5%	\$2,426,835
Customer Traffic Mgmt System 2	3.9%	\$2,116,323
IT Systems Preservation	3.8%	\$2,040,535
Central Scheduling System	3.3%	\$1,789,763
Accounts Receivable System	2.4%	\$1,310,615
Title & Registration Systems***	2.1%	\$1,110,738
Other Systems Development	5.6%	\$3,009,217
	100.0%	\$53,861,780

* Includes Kiosk & Internet Services

** Includes DLS Conversion, CDL Hazmat, and Skill & Law Test Improvements

*** Includes Disability Permitting System

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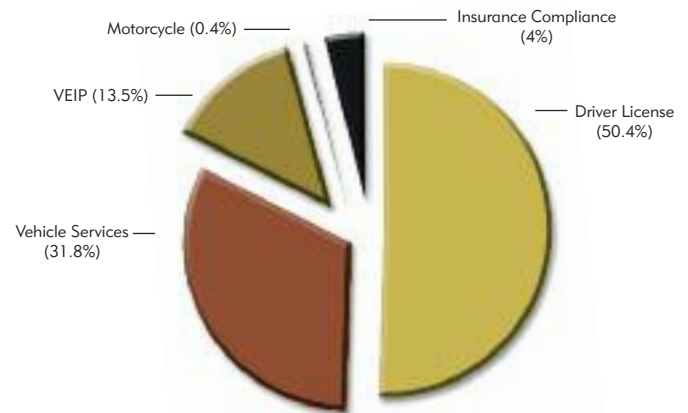
The Cost of Service and Transactions

The cost of providing MVA services is a function of the agency's expenditures. The services can be classified into five core areas: driver licensing, vehicle services (titling & registration), VEIP, insurance compliance and motorcycle safety. The agency's resources required to conduct transactions were measured in recent fiscal years.

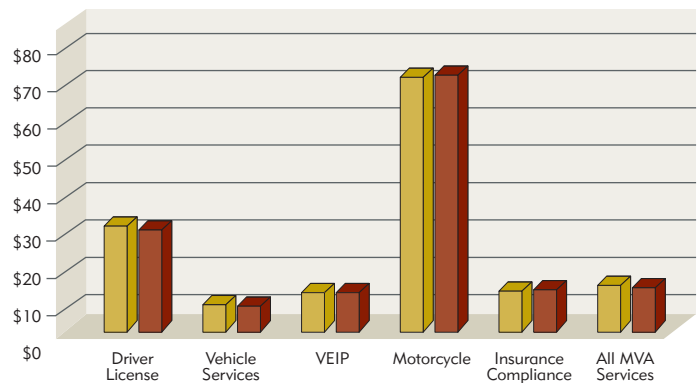
Overall, an increased number of service transactions were performed in FY12 without an increase in the cost structure to deliver the services. From FY11 to FY12, the number of transactions increased by 2.9% while total cost declined by 0.4%.

About one half of the total cost to provide MVA services was attributed to driver licensing. Since most driver license transactions currently require a visit to a MVA customer service facility, the cost of service is relatively higher. Nearly one-third of total costs were related to vehicle services. A large proportion of titling and registration transactions is conducted electronically or by mail, thereby resulting in a lower cost per transaction. Vehicle emissions testing accounted for thirteen percent of total cost, with cost per transaction remaining consistent from FY11 to FY12. Other costs which pertained to motorcycle safety instruction and insurance compliance, accounted for less than five percent of the total costs.

MVA Cost of Services – FY12



Cost per Transaction FY11 FY12



Transactions Service Category	FY11			FY12		
	Number of Transactions	Total Cost	Cost per Transaction	Number of Transactions	Total Cost	Cost per Transaction
Driver License	2,887,213	\$79,309,688	\$27.47	2,962,368	\$81,127,627	\$27.39
Vehicle Services	5,787,712	\$49,969,057	\$8.63	5,909,808	\$51,393,154	\$8.70
VEIP	1,696,799	\$21,263,496	\$12.53	1,725,643	\$21,934,369	\$12.71
Motorcycle	8,713	\$569,634	\$65.38	9,213	\$622,527	\$67.57
Insurance Compliance	534,913	\$6,231,926	\$11.65	499,121	\$6,251,738	\$12.53
All MVA Services	11,794,036	\$157,343,801	\$13.34	12,138,905	\$161,329,415	\$13.29

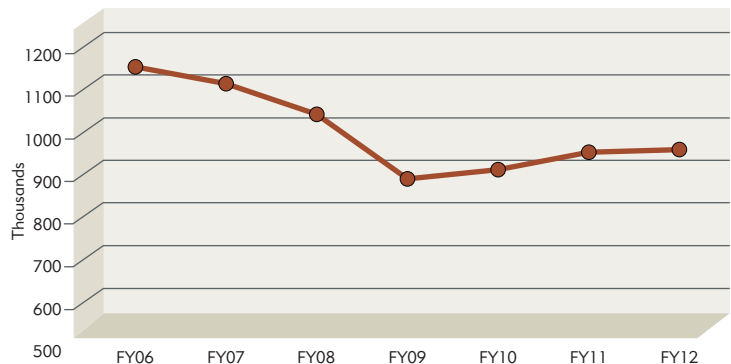
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Vehicle Sales

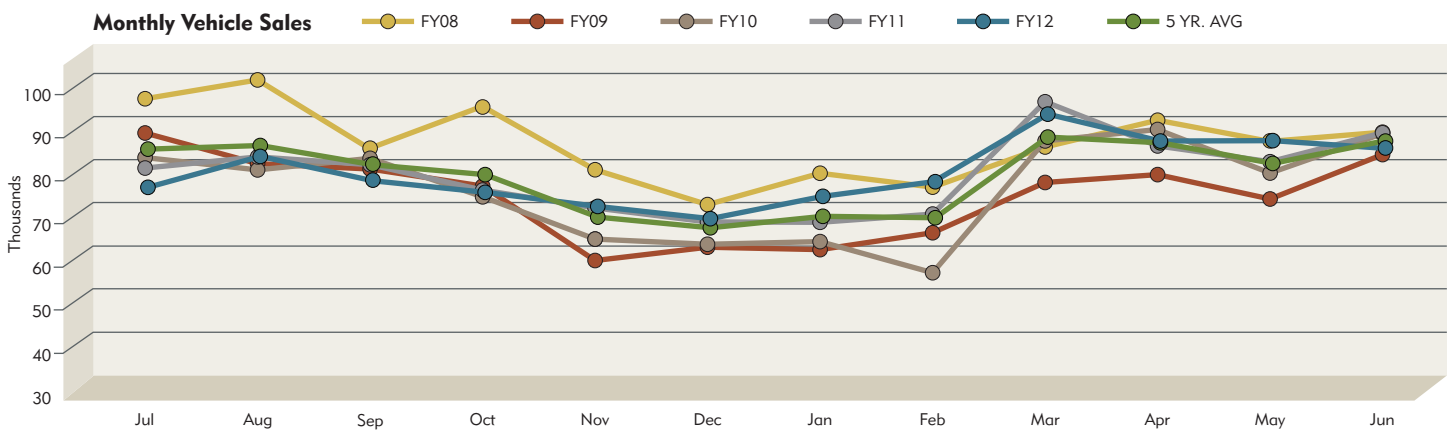
Annual sales of vehicles in FY12 continued its slow climb back toward the numbers seen prior to the economic difficulties in FY09. In FY12, vehicle sales increased to over 927,000, up from 920,000 in FY11. Vehicle sales peaked at over 1.1 million in FY06. Sales began to decrease in FY07 and FY08. When the economy declined in the beginning of FY09 sales plummeted almost 15% to 850,000 when compared with FY08 sales. Since then, sales have begun to climb back to previous levels.

Vehicle sales in Maryland continue to be seasonal with sales peaking in the spring and summer and falling off during the fall. Vehicle sales are at the lowest in the winter months.

Annual Vehicle Sales



Monthly Vehicle Sales



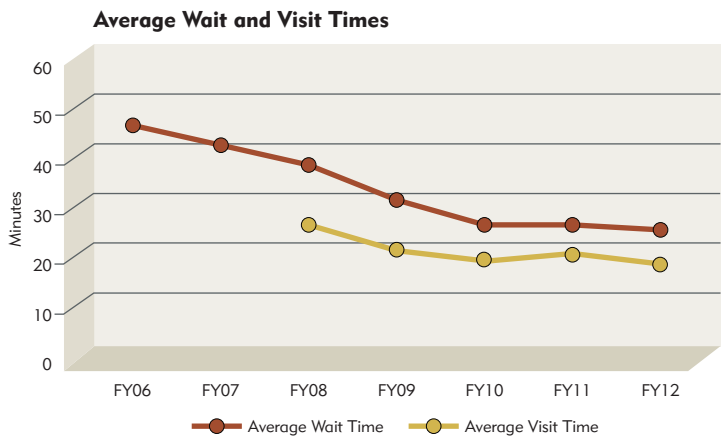
Total Vehicle Sales

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5 YR. AVG
JULY	94,250	86,243	80,529	78,070	73,697	82,558
AUG	98,596	79,121	77,683	80,517	80,930	83,369
SEP	82,789	77,957	80,353	78,891	75,334	79,065
OCT	92,313	73,943	71,500	72,914	72,493	76,633
NOV	77,753	56,645	61,485	68,826	69,217	66,785
DEC	69,581	59,831	60,464	65,585	66,386	64,369
JAN	76,929	59,217	61,007	65,531	71,590	66,855
FEB	73,756	63,087	53,741	67,327	74,999	66,582
MAR	83,096	74,792	84,430	93,524	90,706	85,310
APR	89,237	76,536	87,073	83,166	84,380	84,078
MAY	84,424	70,930	76,931	79,599	84,486	79,274
JUN	85,912	81,241	86,042	86,187	82,810	84,438
Total	1,008,636	859,543	881,238	920,137	927,028	919,316
Percent Change		-14.8%	2.5%	4.4%	0.7%	

SERVING CUSTOMERS

Average Wait & Visit Times

The amount of time a customer waits to be served plays a considerable role in whether they are satisfied with the MVA's service. The MVA has been able to reduce these times each year since FY06 in spite of having its staffing reduced each year. In FY06 a customer waited, on average, more than three-quarters of an hour to complete a service at the MVA. In FY12, wait times were reduced to less than a half an hour. Wait time has decreased eight minutes since FY08.

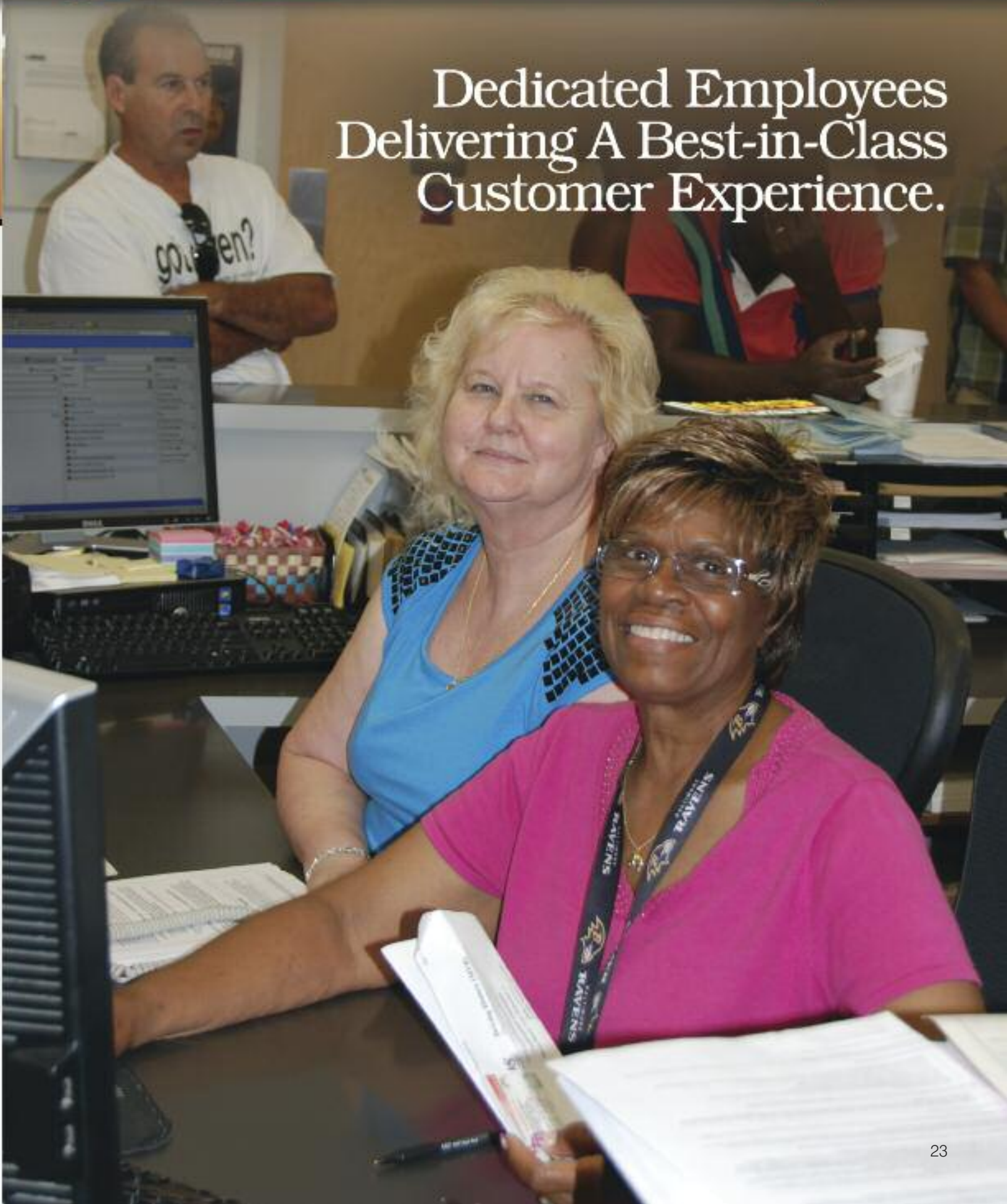


Average Wait and Visit Times (Minutes)

	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Average Visit Time	48	44	40	33	28	28	27
Average Wait Time			28	23	21	22	20
Customers Served					4.4M	4.2M	4.1M

*Based on all MVA transactions

Dedicated Employees Delivering A Best-in-Class Customer Experience.



SERVING CUSTOMERS

Transactions by Delivery Type

In FY12, transactions increased from 11.7 million to 12.1 million. The biggest contributors were the use of ERT for new vehicle transactions and the internet.

The MVA put forth a considerable effort to encourage both new and used dealerships and tag and titling services to use ERT.

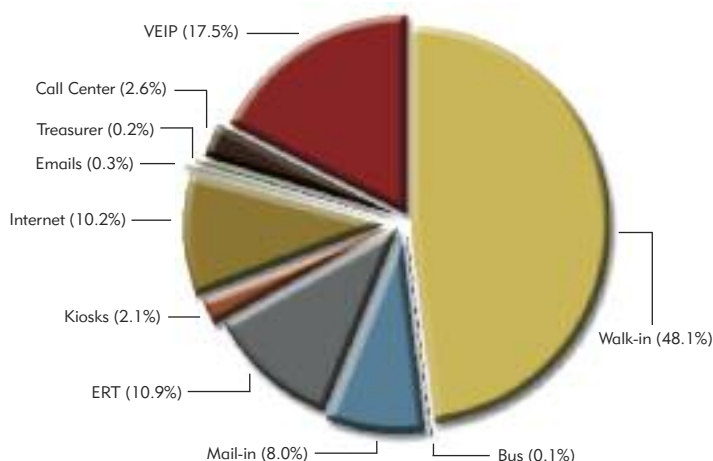
Internet transactions increased because of added internet services such as the renewal of ID cards. Email renewal notices also contributed to the increased usage of the internet. The vast majority of customers who renewed their registrations after receiving an email notice did so online. In addition, some of the customers who previously had used the mail now appear to be using the internet.

The chart to the right demonstrates the percentage of each type of service delivery in FY12.

Number of Transactions By Delivery Type

Delivery Type	FY12	FY11
Walk-in	5,718,011	5,670,874
Bus	11,887	14,006
Mail-in	829,692	946,171
ERT	1,342,108	1,285,251
Kiosks	373,992	245,071
Internet	1,385,648	1,198,843
E-mails	47,161	33,860
Treasurer	12,891	27,945
Call Center	286,795	303,483
VEIP	2,121,345	2,068,532
Total	12,129,530	11,794,036

Transactions by Type of Delivery



SERVING CUSTOMERS

Transactions by Service Type

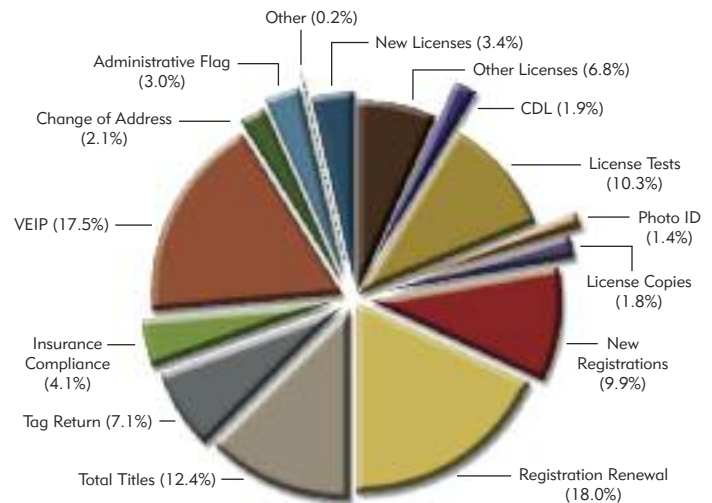
In FY12, transactions grew by 3%, driven by increases in commercial driver's licenses (CDL), business licenses, MVA record copies, and administrative flag removal transactions. CDL transactions increased by 335% to 224 transactions while administrative flag and business licenses transactions increased by 58% and 50% respectively.

In addition, there was a modest increase in new driver's license and license test transactions. Beginning in January FY12, driver's license renewal transactions began to increase from the low point of its five year cycle. Thus, the transactions remained essentially constant from the year before.

Transactions related to vehicles remained relatively unchanged at around 5.8 million while VEIP transactions also showed little change at 2.1 million.

The chart to the right illustrates the contribution of each type of transaction for FY12.

Transactions by Service Type



Number of Transactions By Service Type

Service Type	FY12	FY11
New License	406,632	399,639
License Tests	1,253,058	1,248,173
Renewal	652,239	665,379
Corrections and Duplicates	173,784	176,582
CDL	226,997	52,113
Photo ID	169,192	161,576
Certified Copies	224,371	183,751
Registration	1,202,980	1,230,764
Registration Renewal	2,188,071	2,254,213
Titles - New	997,377	1,004,899
Titles - Other	509,338	471,130
Tag Return	858,763	826,706
Insurance Compliance	499,121	534,913
Business Licenses	16,293	10,892
VEIP Tests	1,725,643	1,696,799
VEIP Extensions (See Note)	308,938	288,836
VEIP Exemptions and Wavers	86,764	82,897
CSC - Service Transactions	8,538	8,061
Change of Address	260,732	268,223
Administrative Parking Flag Removal	360,700	228,490
TOTAL	12,129,530	11,794,036

SERVING CUSTOMERS

Customer Satisfaction Survey

Customer satisfaction is important to the MVA. For one month in every quarter, five days are selected at random in which all customers in every branch are given an opportunity to participate in the MVA's customer satisfaction survey. Survey cards are handed out to every customer, and they are asked to fill them out and rate their experience. The cards are placed in a locked box and are collected by non-branch personnel to be evaluated.

The goal is to maintain a statewide average of 90% or better. In FY12 the average was 91.3% which is a 1.6% increase over FY11. The number of survey cards received increased from around 48,000 to 70,000. As demonstrated with the increase in customer satisfaction, even with reduced manpower and increased regulations, the MVA's focus on customer satisfaction is far reaching and successful.

Below is a chart summarizing the survey results by branch for FY12:

Customer Service Survey – FY12

	Survey Responses	Response Rate	Average Visit Time	Visit Time Satisfaction	Single Visit	Satisfaction With Employee	Customer Satisfaction
Full Service Offices							
Annapolis	3,009	18.7%	44	84.6%	92.9%	98.3%	95.6%
Baltimore City	3,703	16.8%	52	79.9%	89.6%	93.1%	88.1%
Bel Air	3,251	27.0%	46	76.9%	90.2%	94.5%	87.7%
Beltsville	3,174	16.3%	63	70.6%	86.8%	90.6%	84.1%
Cumberland	1,865	41.4%	17	98.0%	95.3%	98.7%	98.1%
Easton	2,408	32.7%	47	78.2%	92.8%	97.5%	91.0%
Elkton	2,028	30.0%	30	88.2%	93.9%	97.4%	94.6%
Essex	2,628	19.5%	56	88.2%	93.5%	97.7%	91.2%
Frederick	2,038	14.4%	41	83.6%	92.8%	96.2%	91.9%
Gaithersburg	2,873	13.8%	60	72.7%	86.1%	95.0%	88.4%
Glen Burnie	5,533	17.0%	41	88.1%	92.1%	97.8%	95.5%
Hagerstown	3,759	43.7%	25	95.0%	95.2%	99.0%	98.0%
Largo	3,715	15.1%	65	73.0%	90.8%	92.5%	84.8%
Loveville	1,088	16.2%	30	91.5%	94.5%	97.2%	95.5%
Mobile Bus	436	0.0%	–	0.0%	0.0%	0.0%	100.0%
Salisbury	2,819	25.1%	25	94.1%	92.6%	97.4%	97.4%
Waldorf	4,032	26.4%	37	89.1%	92.9%	96.2%	94.1%
Westminster	3,441	39.1%	37	85.8%	92.6%	96.8%	92.8%
White Oak	1,496	8.3%	72	58.9%	84.4%	88.7%	79.1%
Weighted Average		20.1%	48	80.2%	90.5%	94.9%	90.5%
Total	53,296						
Express Offices							
Columbia	3,929	53.7%	26	90.3%	97.1%	98.9%	96.1%
Glenmont	3,778	57.3%	17	97.8%	97.6%	99.6%	99.2%
Parkville	4,217	57.4%	20	94.7%	96.9%	98.3%	97.4%
Walnut Hill	3,925	55.7%	15	97.2%	98.3%	99.6%	99.1%
Weighted Average		56.0%	20	94.9%	97.5%	99.0%	97.9%
Total	15849						
Satellite Offices							
Oakland	425	40.0%	21	95.1%	93.5%	99.6%	98.1%
Prince Frederick	431	34.1%	18	97.3%	93.5%	99.1%	98.7%
Weighted Average		36.8%	19	96.3%	93.5%	99.4%	98.4%
Total	856						
Statewide							
Weighted Average		23.7%	45	81.7%	91.2%	95.4%	91.3%
Total	70,001						

SERVING CUSTOMERS

Vehicle Emissions Inspection Program

The MVA is playing an important role in Maryland's comprehensive and ongoing efforts to clean our air and water; creating a healthier Maryland for all of us. Although there are many sources of pollutants which form ground-level ozone, automobiles and light trucks remain the major source here in Maryland.

By making certain Maryland's cars and trucks are properly maintained in accordance with manufacturer recommendations (the whole purpose of the VEIP inspection), vehicle owners can be assured that we are doing our part, along with industry and government, to keep Maryland a clean and healthful place to live.

In FY12, the VEIP program conducted over 1.7 million vehicle tests, which is an increase by nearly 2% when compared to FY11 vehicle tests at just below 1.7 million. As indicated, testing fees decreased slightly in FY12 by 0.4% over FY11. The reduction in late fees collected in FY12 is attributed to the slight decrease in overall vehicle testing fees.

The average wait time for vehicle testing for FY12 is 4.7 minutes compared to a goal of 15 minutes. The MVA is proud to have been able to keep its fee at \$14 which is one of the lowest in the nation, while meeting or exceeding the state's clean air standards.



Vehicle Emissions Inspection Program

	FY12	FY11	FY10
Vehicle Tests			
Paid	1,618,522	1,601,018	1,097,777
Gratis	107,121	95,821	73,442
Total	1,725,643	1,696,839	1,171,219

Vehicle Test Fees			
Inspection	\$22,659,308	\$22,414,252	\$15,368,878
Late	\$9,238,950	\$9,600,225	\$6,354,090
Total	\$31,898,258	\$32,014,477	\$21,722,968

**“Maryland’s Vehicle Emissions Inspection Program
is Working! Your Vehicle Emissions Inspection
Improves Maryland’s Air and Water Quality!”**

MVA STATISTICS

Number of Registered Vehicles by County

Since FY2000, the number of registered vehicles in Maryland continues to grow at a modest rate of 1% per year. In FY12 the number of registered vehicles changed very little from county to county. Over the past 10 years St. Mary's (41%), Calvert (37%), Queen Anne's (32%) and Frederick (29%) have all shown significant growth in the number of vehicles. However, Baltimore City saw an 8% drop in the number of vehicles since FY2000.

Below is a listing of the number of registered vehicles by county by year:

Vehicle Registration by County

COUNTIES	FY2012	FY2011	FY2010	FY2000	FY1990	FY1980	FY1970	FY1960
ALLEGANY	62,574	62,512	62,917	61,604	59,175	58,135	42,464	33,238
ANNE ARUNDEL	537,670	533,106	522,351	443,587	372,187	280,434	147,414	69,204
BALTIMORE	669,052	663,514	664,556	597,466	591,708	503,077	324,277	190,231
BALTIMORE CITY	289,229	285,394	279,320	314,145	293,390	348,379	318,140	282,219
CALVERT	93,222	91,768	91,271	68,161	48,437	26,774	11,158	5,793
CAROLINE	36,728	36,667	36,570	31,938	26,064	22,551	12,787	10,577
CARROLL	177,603	177,125	176,566	142,307	116,940	81,028	39,140	24,963
CECIL	95,254	94,563	93,602	76,241	60,244	43,127	25,769	17,970
CHARLES	141,965	140,423	137,412	105,111	87,252	53,680	22,435	12,318
DORCHESTER	32,416	31,672	31,891	29,119	26,966	23,528	17,115	12,818
FREDERICK	230,727	227,672	225,606	179,129	143,304	90,443	46,505	29,751
GARRETT	33,459	33,202	33,461	28,393	22,533	17,958	10,714	8,269
HARFORD	236,024	237,096	231,404	192,082	149,512	107,857	55,821	29,081
HOWARD	258,164	255,497	249,236	216,534	160,080	94,302	35,570	15,220
KENT	21,651	21,397	21,584	19,426	16,708	13,920	9,811	7,338
MONTGOMERY	755,353	752,503	737,503	650,261	584,373	444,939	288,672	144,049
PRINCE GEORGE'S	643,710	633,920	628,436	550,048	535,132	460,754	325,985	139,873
QUEEN ANNE'S	54,159	53,938	53,810	40,911	33,114	21,074	10,476	7,387
SOMERSET	20,021	20,382	20,711	17,939	16,224	13,654	9,338	7,130
ST. MARY'S	108,276	105,942	102,743	76,601	58,987	39,582	18,924	10,910
TALBOT	42,344	42,380	41,911	34,759	29,518	23,037	14,937	10,648
WASHINGTON	137,716	137,204	136,929	114,103	102,692	85,668	54,940	37,634
WICOMICO	87,294	88,153	88,160	73,430	63,376	50,312	33,196	22,756
WORCESTER	57,767	56,627	59,324	47,720	36,626	25,515	14,726	11,118
COUNTY TOTAL	4,782,657	4,727,274	4,735,627	4,111,015	3,634,542	2,929,728	1,890,314	1,140,495
NO COUNTY LISTED	2		2,392		2,213	938		1,380
GRAND TOTAL	4,782,657	4,729,666	4,735,627	4,113,535	3,636,755	2,930,666	1,890,314	1,141,875

Protecting the environment is important to the MVA, which keeps track of the number of alternative fuel vehicles.

Alternative Fuel Vehicles	FY12 (Actual)	FY11 (Actual)	FY10 (Actual)
Total Alternative Fuel Vehicles	295,531	169,778	163,512
Total Hybrid Vehicles	76,851	73,923	46,125
Total Electric Plug-In Vehicles	657	72	1

MVA STATISTICS

Number of Maryland Drivers by Age - Ending FY12

The number of drivers in Maryland in FY12 has grown slightly to over 4.1 million. The decline in the number of sixteen year old drivers has leveled off and increased a little to 6,000 from 5,722 in FY11.

Below is a breakdown of the number of drivers by age.

Drivers License Age Stratification

AGE	FY12	FY11	FY10	FY09	FY08	FY00	FY95
16	6,007	5,722	7,393	12,410	13,318	18,226	21,701
17	28,066	27,382	32,129	36,795	39,466	39,168	33,767
Sub-total	34,073	33,104	39,522	49,205	52,784	57,394	55,468
18	40,383	42,877	47,081	50,749	53,253	45,526	41,161
19	49,504	52,571	56,570	60,076	58,922	49,648	43,037
Sub-total	89,887	95,448	103,651	110,825	112,175	95,174	84,198
Teen Sub-total	123,960	128,552	143,173	160,030	164,959	152,568	139,666
20	56,708	59,974	63,839	63,485	62,449	51,891	45,900
21	62,557	66,091	66,225	66,309	64,272	50,424	44,278
22	65,672	65,460	66,236	65,427	63,536	49,931	48,209
23	67,725	68,649	68,468	68,165	66,074	52,742	55,251
24	71,303	71,299	71,762	71,369	68,204	54,061	64,563
Sub-total	323,965	331,473	336,530	334,755	324,535	259,049	258,201
25 - 29	379,155	381,065	380,409	376,083	363,270	312,851	344,678
30 - 34	383,400	377,074	368,267	360,437	347,504	373,513	412,929
35 - 39	353,678	358,505	371,072	380,632	387,085	426,788	416,337
40 - 44	394,741	400,624	401,910	407,990	416,478	413,565	378,773
45 - 49	421,322	429,469	436,837	438,300	435,445	370,476	349,432
50 - 54	420,726	418,658	411,094	405,784	397,611	331,384	268,418
55 - 59	370,939	361,199	353,650	343,391	336,945	249,507	201,102
60 - 64	307,966	309,493	294,569	283,007	271,308	180,535	163,133
65 - 69	232,748	212,612	206,029	197,736	189,403	143,994	147,115
70 - 74	152,580	144,174	138,632	134,840	131,226	126,067	122,856
75 - 79	104,788	102,831	101,367	101,151	102,926	98,753	81,954
80 - 84	74,498	73,496	73,194	73,069	74,509	56,249	41,141
85-Over	57,688	55,086	40,134	39,123	39,281	21,893	15,034
Sub-total	3,654,229	3,624,286	3,590,237	3,553,727	3,505,289	3,453,394	3,416,963
Grand Total	4,102,154	4,084,311	4,069,940	4,048,512	3,994,783	3,937,181	3,895,301

MVA STATISTICS

General Investigation Division

During FY12, the General Investigation Division (GID) investigated 2,677 cases of possible violations of laws that pertain to motor vehicles. The division also increased its assistance to all levels of law enforcement. Throughout 2011, the division conducted 6,223 investigations and processed over 186,000 requests. The "Unlicensed Sale of Vehicles" unit investigated approximately 431 unlicensed sales cases and completed two undercover buys which resulted in citations being issued by the division.

The division worked with law enforcement in Montgomery, Howard, Anne Arundel, Baltimore and Harford Counties enforcing the state's disabled parking laws. This effort has resulted in division investigators being recognized as an essential component in the enforcement of disabled parking violations. Realizing the importance of addressing the violations, the Baltimore Ravens football team funded several overtime operations in which division investigators addressed disabled parking violations prior to the Ravens games. The operations are a positive reflection on the division, and the Baltimore Ravens.

The division has automated the process for reporting individuals who have recently moved to the State of Maryland but refuse to register their vehicles. Division investigators worked with law enforcement jurisdictions to investigate over 500 of these cases. This enforcement effort resulted in the collection of taxes and other fees relating to the registering of vehicles.



During FY12, the Investigation Division received a grant of \$10,000 from the Maryland Auto Theft Counsel. They conducted joint operations with law enforcement on vehicles registered in Maryland that have accrued fines. Tags were removed from numerous vehicles that had accumulated \$225,797 in fines. It has been documented that over 50% of the fines were recovered within a month and these operations netted the state \$576 per hour in fines.

Finally, through prudent oversight, the mission of the General Investigation Division during FY12 was met and under budget.

MVA STATISTICS

Office of Information Resources

The MVA's Office of Information Resources (OIR) played a major role in the accomplishments of the MVA in FY12. The successes listed below are only the highlights of OIR's activities.

One of the most important was the email notification for vehicle registration renewal notices. The MVA can now email customers their renewal notices with a link to the online renewal site. The OIR successfully implemented the system that captures customer email addresses as well as the process that sends out the notices. Another accomplishment was ID card renewal through the internet and kiosks. Under the new system, ID cards can now be renewed via the Internet or at kiosks.

With the 2012 presidential election, major enhancements were made to the MD Motor Voter System to support the electronic capture of voter registration information. The process to transmit the information directly to the MD State Board of Elections was developed by the OIR. This greatly improved the MVA's ability to help customers become registered voters.

One of the biggest challenges for the MVA's customers is clearing administrative flags. In FY12, the OIR created a system to verify the clearance of Baltimore City parking flags. The system was modified to allow web based customers to link directly to the Baltimore City website where they could begin the process to clear imposed flags.

In June 2012, the MVA implemented a new methodology, remote capture, to issue ID cards for soon to be released inmates, thus eliminating the need and the limitations of the mobile bus to visit each prison facility. The OIR was responsible for developing the new process that allows the capture of the photograph and the signature of the



inmates electronically. They are then matched with information provided by Department of Public Safety and Correctional Services (DPSCS) to confirm that the information is correct and the appropriate ID is issued to the inmate upon release.

Because of the efforts of OIR the MVA became the first jurisdiction to implement the Commercial Driver License Medical Certification support within the Driver License System mandated by the Federal Motor Carrier Safety Administration (FMCSA). OIR also completed a legislatively mandated system to support notification requirements for self-insured vehicles. This system reaches out to all state agencies to ensure their respective fleets have the necessary documentation. Finally, OIR moved driver record requests and the bulk data system to NIC Maryland which improved customer interfaces while simultaneously providing a funding stream for Maryland e-Government initiatives.

MVA STATISTICS

Other MVA Activities

Customer Service Center

In FY12, the Customer Service Center (CSC) handled 81,000 more calls than it did in FY11 with no increase in staffing. This increase in workload was accomplished by "Controlling the Call" training for all CSC agents. This training assisted agents by keeping the customers on track in the best way possible. It also reduced average handle time (talk plus work time) by nine seconds giving agents 15,000 more minutes per month to help customers. The average call is 3.5 minutes which allows agents to answer 4,000 more calls per month without an increase in staff. A direct connection to the Insurance Compliance Division was also created to speed up the Customer Collection Unit (CCU) calls. CCU call durations are now down one minute per call with no loss of service quality to the customer.

CSC employees were also trained to handle all types of calls including Hazmat and Drivers Test Scheduling (DTS) allowing the MVA to save money by eliminating a second 800 number. The CSC is working with the Office of Planning and Capital Programs (OPCP), Office of Information Resources (OIR) and Telecom to assess how technology can be used to better serve customers. By using technology to help customers with simple problems and questions the MVA will have more agents available for customers who do need personal assistance.

The CSC coordinated efforts with the Interlock team to resolve a contact issue the customers were experiencing. Customers could not get through to the Interlock program, so new phone numbers were issued to Interlock



customers. As a result, customers are no longer having issues contacting their case managers.

Internal Auditing Division

The MVA's Internal Auditing Division is responsible for ensuring that the MVA's rules and regulations are followed both internally and externally. In FY12, they completed and issued 226 audit reports in which the majority of them had incidents where rules and regulations were violated.

The Auditing Division was instrumental in the recovery of taxes and other fees. In FY12, dealer, title service, International Registration Plan (IRP) and car rental audits resulted in \$198,811.83 in receivables being assessed.

OPSTAT

Field Operations has implemented a performance based program that is similar to the Maryland StateStat program. The branch managers from each district present a summary of key performance metrics for their branches to the MVA's Executive Management Team. The meetings are scheduled quarterly to review the previous quarter's results. After a manager presents a summary of their performance measures for his/her district or branch, the measures are compared to their goals. Discussions ensue around what benchmarks have been achieved and plans for future progress of their performance. The discussions that follow are as important as the presentations because it gives an opportunity for the sharing of ideas, plans, and thoughts between the Executive Team, and the district and branch managers as well as the members of the field operations team.

Business Licenses

The increase in number of business license transactions shows that the economy in Maryland has improved. This can be seen in the number of business license transactions. In FY11, the MVA issued 7,948 regulatory licenses; that number grew to 11,964 in FY12. Vehicle salesman licenses were responsible for the majority of the increase. In FY11, the MVA issued 5,107 salesman licenses. In FY12 the number issued was 10,186, a 50% increase in regulatory licenses and a 99% increase in salesman licenses.



Business Licensing	Number of Transactions	
	FY11	FY12
Regulatory Licenses		
Salesman's License	5,107	10,186
New Car Dealer's License	224	220
Used Car Dealer's License	459	470
Motorcycle Dealer's License	37	35
Trailer Dealer's License	118	116
Boat Trailer Dealer's License	15	22
Wrecker's License	82	24
Scraper Processor's Licenses	64	25
Manufacturer's License	50	46
Distributor's License	14	20
Factory Branch License	1	-
Title Service Agent License	152	134
Wholesale Dealer License	465	441
Driver School Licenses		
Original	58	54
Renewal	224	171
Total Regulatory Licenses	7,948	11,964

MVA STATISTICS

Organ Donors

Donate Life Maryland in the MVAs

With the MVA conducting approximately 1.1 million drivers' license and state ID transactions per year, the goal of Donate Life Maryland is to ensure every appropriate customer is provided the opportunity at the MVA to designate that they would like to become an organ donor. In Maryland 98% of organ donor designations occur at the MVA.

Donate Life Maryland works directly with the MVA Administration, management and branch staff to ensure formal education is available to all persons asking customers about donor designation. As part of the MVA's new employee orientation and ongoing staff education, we provide regular education about donor designation and the donation process. Donate Life Maryland also visits all MVA branches routinely to maintain informational brochure inventory, display promotional materials and serve as a resource for staff and customers.

One of the best educational resources for Donate Life Maryland are the volunteers. The MVA staff members benefit from meeting with Donate Life volunteers through

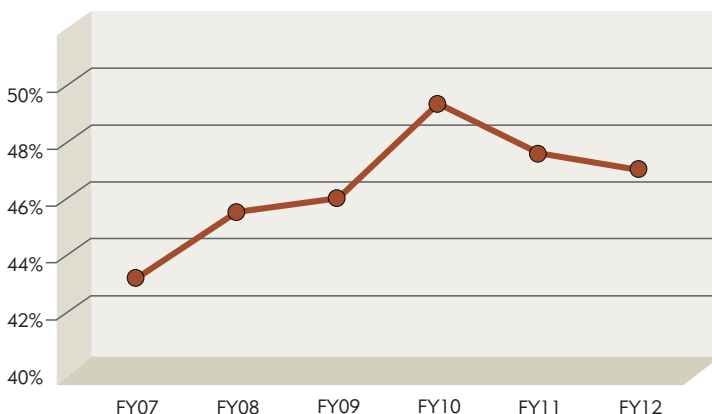
speaking engagements and outreach tables. Hearing donor families speak about the heroic decision to donate and meeting Marylanders who have received the gift of a transplant gives true meaning to the MVA's role in the donation process.



Working with Donate Life Maryland, the MVA agents gain a better understanding of the importance of their role in a customer's donor designation.

In FY12, a donor designation rate of 46.5 percent was achieved. Branches achieving monthly and annual goals receive recognition and rewards. Although everyone enjoys celebrating branch performance, nothing is more rewarding than being part of this life saving mission.

Percent Organ Donors





“Our employees are our most important resource.”



2012

MOTOR VEHICLE ADMINISTRATION
annual report



Motor Vehicle Administration

Maryland Department of Transportation

"Our success could not have been accomplished without our employees who have demonstrated a continuing desire to work as a team, an unmatched dedication to customer service and an overall commitment to excellence."

- Administrator John T. Kuo

